

Understanding and solving problems in the management of health care delivery organizations is a growing national concern

Center Mission and Rationale

Health care has become one of the foremost domestic issues in the United States; health care costs represent about 14 percent of the Gross Domestic Product. Government, industry, and the public share growing concerns about a range of health care matters. Governments at all levels recognize that, despite a variety of regulatory as well as competitive initiatives, health care costs continue to escalate. Business and industry view the increased costs of health care and health-care benefits as impediments to their ability to compete in international markets. At the same time, 37 million Americans are uninsured or underinsured. Health-care-delivery organizations and university researchers have independently sought to address these problems.

The Center for Health Management Research brings together academic faculty and health-industry leaders to address these critical issues. The Center believes that its research, which combines the resources of 15 universities, will provide important insights into health-care cost, quality, and access.

Research Program

The Center's research goals are to —

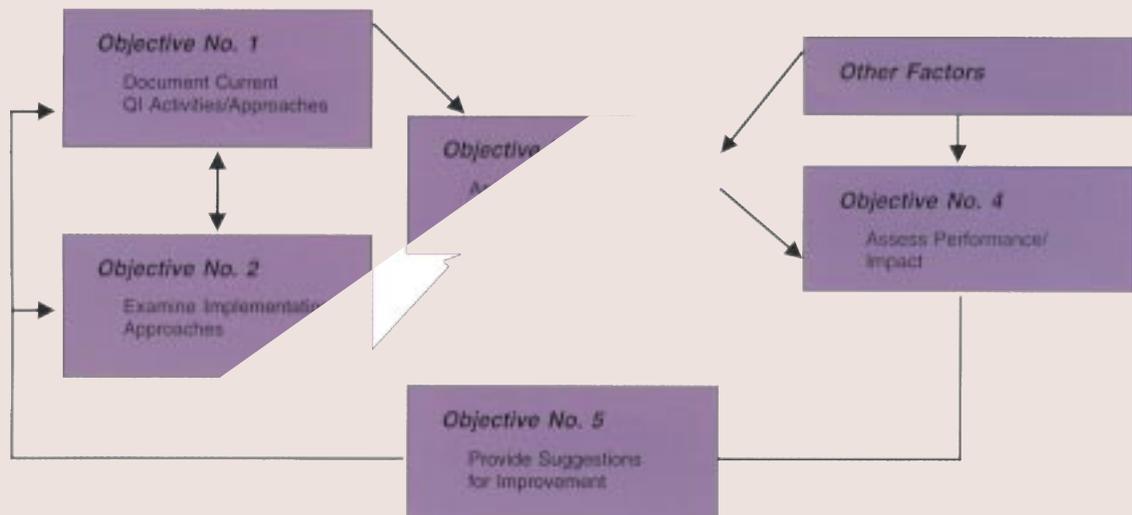
- Develop a research agenda together with its corporate sponsors
- Perform research, development, and evaluation projects on behalf of its sponsors and disseminate research results
- Identify and disseminate relevant research findings and successful innovations and management practices from other industries, countries, and health care organizations.

Research at the Center is organized around the major theme of integrated health care systems. Specific themes include new ways of managing quality, managed care, patient care restructuring, physician-organization integration, information systems, and community health.

Six research projects have been undertaken at the Center.

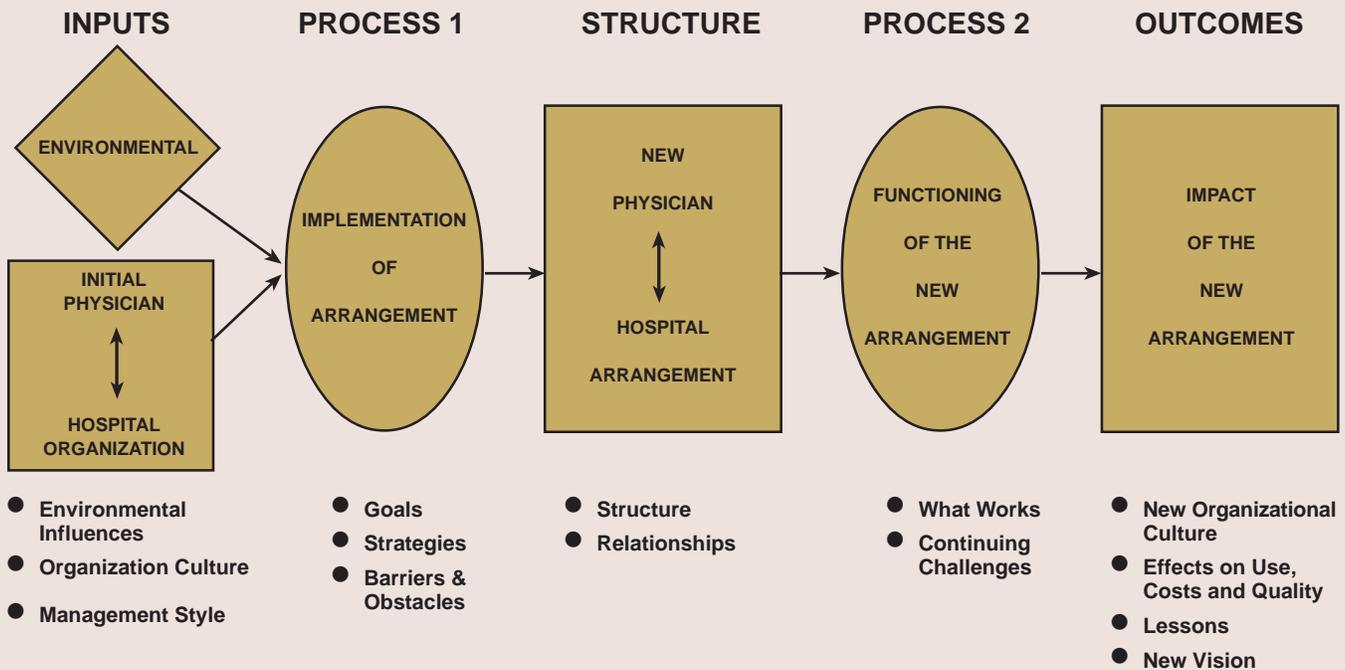
- **Evaluating New Ways of Managing Quality** was undertaken by faculty from Northwestern University, the University of California at Berkeley, and the University of Colorado at Denver. This project provides shared knowledge about different ways of implementing quality improvements and offers guidelines and suggestions to improve current practices.
- **Managed Health Care: Inside the Black Box** was undertaken by faculty at the University of Washington. This project provides indicators of the nature and degree of managed care within participating organizations and measures the relationships among alternative structures of managed care, physician-hospital integration, and costs and outcomes of care.
- **Restructuring Patient Care Delivery** was conducted by faculty at Arizona State University and Ohio State University. The project reviews alternative approaches for patient care restructuring and examines their respective expectations.
- **Evaluating Physician-Organization Arrangements** is an ongoing project being conducted by faculty at the University of Michigan, the University of California at Los Angeles, the University of Pennsylvania, and Arizona State University. The

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Framework for examining quality improvement

CASE STUDIES OF PHYSICIAN INTEGRATION



project is exploring alternative approaches to such arrangements and will enhance understanding of conditions for and characteristics of successful integration.

- **Clinical Practice Patterns and Health Care Information Systems** is being undertaken by faculty at the University of Missouri and the University of North Carolina. The project seeks to identify how information technology can enhance practice patterns across the continuum of care.
- **Prenatal Services for Teens** is being conducted by faculty at the University of Colorado at Denver. The project is exploring how member organizations can develop and enhance prenatal services for teens and improve community health.

- The Center has also commissioned papers on:
- Physician leadership
 - Incorporating health promotion and disease prevention into integrated delivery systems
 - Advances in clinical integration
 - Implication of physician “right-sizing”
 - Dissemination and utilization of innovation
 - Economies and financial implications of re-engineering, work redesign, and cost reduction
 - Organizational implications of re-engineering, work redesign, and cost reduction.

The Center’s academic participants include faculty from graduate programs in health services management and policy at the following universities: Arizona State

University, University of California at Berkeley, University of California at Los Angeles, University of Colorado at Denver, University of Southern California, University of Washington, San Diego State University, Northwestern University, Ohio State University, University of Michigan, University of Missouri, University of North Carolina, The University of Pennsylvania, University of Toronto, and Virginia Commonwealth University/Medical College of Virginia.

Ten health-care-delivery organizations across the nation are corporate members of the Center for Health Management Research.

Special Center Activities

The Center disseminates information about its research by holding an annual Dissemination Conference that brings together multiple members of each of the corporate sponsors and research organizations.

The Working Paper Series is another means by which the Center disseminates information. The Working Paper Series is a series of papers resulting from the Center’s ongoing and recently completed projects. The papers are distributed to the corporate and affiliate sponsors, research organizations, and faculty members for their review and comments. After the members review and comment on the papers, they may be submitted to professional journals. Many of these papers have been published in health-related journals.

The CHMR record is sent out quarterly to update readers about Center activities and ongoing research.

Research results and findings also are incorporated into teaching programs on the member university campuses, thus benefitting the students in their respective programs.

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